9:40 AM -- 6 November 1986

Note To: Edward J. Maloney

STAT

From:

Subject: Comments on ADP Support to DA Offices

Ed,

o I read the proposal. I then went back and tried to read the proposal with the eyes (perspective) of the Customer Office. First, I will comment on the proposal from the view of the Customer. (Hopefully, this effort will provide you with some of the roadblocks and concerns that the DA Office Directors will present to you).

> I can find few reasons, if any, why any of our Customer Offices would buy into this proposal. (It is loaded with OIT benefits.)

> OIT is dumping all the ugly work, the maintenance work. The Customer inherits all the unglamorous, non-challenging work. Responsibility for yesterday's systems. (OIT had difficulties getting the job done so they are unloading the problems on the Customers).

> OIT will keep the challenging, exciting, state-of-the-art work. OIT will develop the new systems, the futures. OIT will manage Corporate Data and Overseas work. Once these systems, or some of these systems, become production, then OIT will dump them over the fense to the Customers.

> OIT will capture the ADP officers working in the Customer Offices. All DA ADPers will belong to MZ (OIT). So, the Customer Offices were dissatisfied with OIT service. They reluctantly went out and hired some ADP officers to work the problem. Now, OIT wants to take these officers and dump the maintenance work on the Customer Offices. *Almost A two-way loss for the Customer.*

> The Customer Offices are not involved in the future systems. OIT is the manager of the Team housed in the Customer Office. OIT has sole responsibility for the futures. OIT has control of the most senior officer of the Customer Team.

> The Customer Offices must have some concern for personnel resources and priorities relative to these resources. In sum, what would stop OIT from filling the OIT jobs---i.e. development jobs--- at the expense of *or* exclusion of filling the unglamorous maintenance jobs in the Customer Offices?

> Assuming the Customer Offices get sufficient personnel resources to do the job, What say does the Customer have in the selection of the Team manager and Team members? Or, who decides on the relative quality/expertise of the Team?

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> OIT will provide guidance, standards, and training for the Offices' Teams. The Customers will have great concern here because resources are very, very hard to get. When resources are short, the above tasks, e.g. training, are the first things to drop by the wayside. Getting the work out is always a higher priority. Who will measure the success/ failure of providing guidance, training, etc.? Quality?

> This proposal will require more resources. And of course, space is an issue. Two additional reasons why your Colleagues will not embrace this plan.

The benefits to OIT are pretty obvious. And many of them are sprinkled throughout the above 'Customer Offices' comments. In short, what is not a benefit for the Customers, almost always turns out to be a benefit for OIT.

Suggestions (particularly when you get into serious negotiations with your Colleagues):

1. Invite the Customer Offices to Rotate some of their on-board ADP experts into the OIT Futures work--- Corp Data and Overseas. (I realize that this suggestion flies into the teeth of the plan to convert all DA ADPers to MZ. However, that conversion was more long term.) This could lead to a system whereby the Customer Rotatee could then return to the Customer area as Team Manager or Team member of the newly released (to the Customer) maintenance system.

2. Be more receptive to the idea of filling the Team Manager position from either OIT or the Customer Office. Pick the best candidate. Or, maybe, alternate the filling of the job between OIT and the Customer.

3. Be more receptive to allowing the Customer some say in the selection of the Team Manager for sure, and even in the selection of the Team members. Allow the Customer to interview 2 or 3 officers for each job. The Customer must be allowed to buy into the Team (comfortable, confident, involved).

4. Take a closer look at the Team make-up. Should we, OIT, include a
STAT Consultant from [   ] area? What about Production Specialists from
STAT [   ] shop? We need to create a proactive, aggressive, customer oriented Team. The Consultants have been 'on the road' (living in Customer shops for some time now)--- and doing a really good job.

good luck!

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